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CAREER INTENT AND SATISFACTION WITH WORK SCHEDULE AS  
RELATED TO PERCEIVED FAMILY ATTITUDE(U) LEADERSHIP AND  
MANAGEMENT DEVELOPMENT CENTER MAXWELL AFB AL

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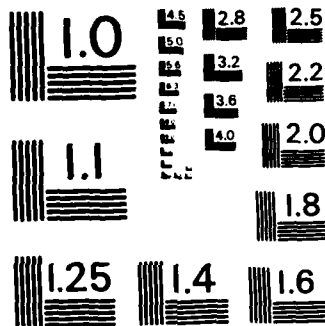
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# CAREER INTENT AND SATISFACTION WITH WORK SCHEDULE AS RELATED TO PERCEIVED FAMILY ATTITUDE

CAPTAIN JAMES M. SANDERS, USAF

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LEADERSHIP AND MANAGEMENT DEVELOPMENT CENTER  
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Maxwell Air Force Base, Alabama 36112-5712

LMDC-TR-85-5

Technical reports prepared by the Leadership and Management Development Center (LMDC), Maxwell Air Force Base, Alabama, report a completed research project documented by literature review, references and an abstract. Technical reports are intended primarily for use within the Air Force, but may be distributed to researchers outside the USAF, both military and civilian.

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This report was adapted from Air Command and Staff College Research Report 81-2100 entitled Relationships and Interactions Among Career Intent, Satisfaction with Work Schedule, and Selected Functional Areas as They Relate to Perceived Family Attitude (u), by Captain James M. Sanders, USAF.

LMDC-TR-85-5 has been reviewed and is approved for publication.

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19. ABSTRACT (Continue on reverse if necessary and identify by block number) Retention of second term and career enlisted personnel in the USAF is a recurring problem. The study examines the relationship and interactions among career intent, satisfaction with work schedule, and selected functional areas (security police, maintenance, and operations) as they relate to perceived family attitude of enlisted personnel with over 8 years service. The survey instrument used was the Leadership and Management Development Center's Organizational Assessment Package. Conclusions and recommendations were based on the five significant ( $p < .05$ ) results obtained during the analysis.  Adapted from Air Command and Staff College Research Report 81-2100 entitled Relationships and Interactions Among Career Intent, Satisfaction with Work Schedule, and Selected Functional Areas as They Relate to Perceived Family Attitude (u), by Capt Sanders.					
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## EXECUTIVE SUMMARY

REPORT NUMBER: LMDC-TR-85-5

AUTHOR(S): CAPTAIN JAMES M. SANDERS. USAF

TITLE: CAREER INTENT AND SATISFACTION WITH WORK SCHEDULE  
AS RELATED TO PERCEIVED FAMILY ATTITUDE

I. Purpose: To examine perceived family attitude for enlisted personnel with over eight years service by examining the relationships and interactions of career intent, satisfaction with work schedule, and selected functional areas (security police, maintenance, and operations) as they relate to perceived family attitude.

II. Problem: Retention of second term and career enlisted personnel is a recurring problem in the Department of Defense (DOD). Although redressing inadequate pay is an immediate objective of the DOD, there are other factors which influence retention, and with the high cost of training personnel and the limited number of dollars available in the defense budget, it is imperative that all avenues of approach be explored in correcting the retention issue.

III. Method: The selected data were analyzed in the following ways. (1) Pearson Product moment correlation coefficients were used to test for relationships between perceived family attitude and career intent for each of the three functional areas ( $p < .05$ ); (2) a 3 x 5 factorial design analysis of variance was used to analyze the impact of the interaction of career intent and the three functional areas on perceived family attitude; and (3) a 3 x 7 factorial design analysis of variance was used to analyze the impact of the interaction of satisfaction with work schedule and three functional areas on perceived family attitude.

IV. Results: An apparent relationship exists between career intent and perceived family attitude in the security police and maintenance functional areas, but not in the operations area. Further analysis suggested an apparent interrelationship among career intent, perceived family attitude, and satisfaction with work schedule for security police and maintenance personnel. Moreover, security police personnel were significantly less satisfied with family attitude than were maintenance personnel, while those who report they will definitely stay in service were significantly more satisfied with family attitude than were those who report they will definitely separate regardless of functional area. Finally, perceived family attitude increased in favorability along with increases in the level of career intent and satisfaction with work schedule.

V. **Conclusions and Recommendations:** Higher perceived family attitude for maintenance personnel may have resulted from their pride in direct mission involvement. Also, perceived family attitude increased in favorability along with career intent and satisfaction with work schedule, but we do not know if perceived family attitude accurately portrayed actual family attitude. Based on these conclusions, the following recommendations are submitted. First, additional research should examine for the relationship between perceived family attitude and actual family attitude. Second, commanders should be informed of the relationship found between career intent, perceived family attitude, and satisfaction with work schedule. Third, additional research should examine the relationships among career intent, perceived family attitude, and satisfaction with work schedule using personnel from other functional areas in order to more fully determine the scope and limitations of these relationships.

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## CHAPTER ONE

### INTRODUCTION

#### Background of the Problem

"The primary 'people problem' in the Air Force today is retention" General Lew Allen, Jr., Air Force Chief of Staff, told a congressional committee during the presentation of the annual Air Force Posture Statement (Craver, 1980, p.3). Further Allen stated: "The decade of the 1970's ended on a very disturbing note with respect to our manning. In the history of the USAF our manpower situation has never been more critical than it is today, nor have there been forecasts of difficulties more serious than those we face as we enter the decade of the 1980's" (Craver, 1980, p.3).

These statements point out the seriousness of the retention problem. The following statement made by the Assistant Secretary of the Air Force (Manpower, Reserve Affairs and Installations) to Congress specifically identifies the retention of enlisted personnel as one of the two highest priorities:

In the enlisted area the Air Force is meeting its first-term reenlistment objectives; however, because of low procurement levels in fiscal years 77 and 78, meeting reenlistment goals (second-term, six-10 years service and career, 11-19 years service) in the outyears will be increasingly difficult...If fiscal year 79 rates persist, our career force (enlisted) will decline significantly in the 1980s. Solving this problem is one of our two highest priorities (OSAF, 1980, P. 15).

The Assistant Secretary further indicates that although improving the inadequate compensation is one of the immediate objectives, it is realized that there are other underlying factors that affect retention. Herein lies the purpose of this paper: to examine some of the "other" factors (specifically, perceived family attitudes and satisfaction with work schedule) that may affect the retention of second term and career enlisted personnel.

### Objective

The objective of this study is to examine the relationships and interactions among career intent, satisfaction with work schedule, and selected functional areas as they relate to perceived family attitude. Enlisted personnel with over eight years service from the security police, maintenance and operations functional areas provide the population survey for this study.

### Alternate Hypotheses

The alternate hypotheses are designated by the subscript 1. The accompanying subscript letter will be used to facilitate distinguishing between alternate hypotheses in later discussions. The following results are expected:

Alternate Hypothesis (H<sub>1a</sub>). Career intent and perceived family attitude are significantly related for enlisted personnel from the security police functional area.

Alternate Hypothesis (H<sub>1b</sub>). Career intent and perceived family attitude are significantly related for enlisted personnel from the maintenance functional area.

Alternate Hypothesis (H<sub>1c</sub>). Career intent and perceived family attitude are significantly related for enlisted personnel from the operations functional area.

Alternate hypothesis (H<sub>1d</sub>). There are significant differences in perceived family attitude (when analyzed against career intent) among the various selected functional areas for enlisted personnel.

Alternate hypothesis (H<sub>1e</sub>). There is a significant interaction between the selected functional areas and the various levels of career intent for enlisted personnel.

Alternate hypothesis (H<sub>1f</sub>). There are significant differences in perceived family attitude among the various levels of career intent for enlisted personnel.

Alternate hypothesis (H<sub>1g</sub>). There are significant differences in perceived family attitude (when analyzed against Satisfaction with Work Schedule) among the various selected functional areas for enlisted personnel.

Alternate hypothesis (H<sub>1h</sub>). There is a significant interaction between the selected functional areas and the levels of satisfaction with work schedule.

Alternate hypothesis (H<sub>1i</sub>). There are significant differences in perceived family attitude among the various levels of satisfaction with work schedule for enlisted personnel.

#### Summary

This chapter cited retention of second term and career enlisted personnel as a major problem. Further, the objective of this paper was established and the nine related alternate hypotheses stated. Next, a literature review will survey previous studies concerning the relationships between family attitude and retention; career intent and retention; and satisfaction with work schedule and family attitude.

## CHAPTER TWO

### LITERATURE REVIEW

#### Career Intent

##### Relationship of Family Attitudes to Career Intent

In September 1977, the First National Conference on Military Family Research was held in San Diego, California, at the suggestion of the Naval Health Research Center. The purpose of this conference was to survey and examine previous studies in the field of family research to aid in directing further work (Hunter and Cheng, 1977). One of the conclusions the conference reached was that very little formal research had been done on military families. Further, according to the annotated bibliography from Families in the Military System, only 153 references could be located dealing with the military family as shown by Farish, Baker, and Robertson (1976), whereas today it is estimated that there are over 400 (Hunter, den Dulk, & Williams, 1980).

Due to the serious problems in retaining qualified members of our all volunteer force, retention has become of primary interest to the Department of Defense and to the USAF. One area of growing concern over the last five years has been the family's impact on a military member's career decision. Hunter (1979), in a study on family power, stated "...the wife has twice the influence upon her husband's career intentions as any other source, including his immediate supervisor or his peers" (p.11).

Studies show that the family's influence may have increased because of the changing military profession (McCubbin & Marsden, 1978). Based on Moskos' (1977) occupational model, which suggests the military may be changing from an institution to an occupation, McCubbin and Marsden argued that "aspects of military life like separation, deployment, relocation, fluctuating benefits and programs, and family isolation may become negotiable contracted items upon which the family may have some influence" (p.2). Later studies in 1978 by McCubbin, Marsden, Durning and Hunter concerning enlisted personnel and military academy graduates showed that family attitudes, especially the wife's, toward the military significantly affects the spouse's career decision (Hunter, 1979).

As a result of the increasing family influence and the growing recognition of that influence, numerous studies have been done on Navy families focusing on the problems of separation and reunion resulting from sea duty (Benson & Von Vranken, 1977; Chandler, 1979; Decker, 1978). Further studies of Naval families by Derr (1979), Grace & Steiner (1978), and Lund (1978) conclude that the family has an important influence on the spouse's career intent.

The Air Force, also recognizing the family's growing influence, convened a Family and Retention Working Group in 1979 to review available research and formulate long-range objectives. The Working Group likewise concluded that the family and spouse have an important impact on career decisions of Air Force personnel (Dept of Air Force, 1979). Prior to this conference, however, Edwards (1978) found that 72.2% of first termers and 81.1% of careerists indicated that their spouses and fiances influenced their career

intent. It is interesting to note that in the study, only 57.7% of the first termers spouses and fiances, compared to the careerists 84.9%, were perceived as pleased with the military career.

A more recent study by Orthner (1980) indicated that the spouses' support for an Air Force career was one of the most important factors relating to retention. Of married couples surveyed, only 30% of the men and 26% of the women would make the Air Force a career lacking the spouse's support. In addition, he found that 75% of the wives supported their husband's career compared to 57% of the husbands supporting their Air Force wife's career.

#### Relationship of Career Intent to Retention

The studies of retention so far discussed have used expressed career intent as a possible indicator of the individual's future career decisions. Specific studies have shown an association between career intent and the actual decision to remain or exit the service. "Alley and Gould, in a survey of 52,295 first term enlisted personnel, found that 4.33 percent indicated definite career intent and 14.81 percent indicated probable career intent. An analysis showed that of the 2266 airmen who expressed strong intent to reenlist, 60.4 percent actually did reenlist. Of the 21,876 airmen who expressed strong intentions of separating, 92.6 percent did separate from the service" (Patterson, 1977, p.15).

Grace, Holter, and Soderquist (1976) found reenlistment intent to generally be the best predictor of actual reenlistment during their study of reenlistment for first term Navy personnel. They concluded that intent is a more consistent predictor of reenlistment for the "yes" and "no" groups than for the "undecided" group. Further, "undecided" personnel are more apt to leave the service in their first term enlistment than during subsequent reenlistments. Shenk and Wilbourn (1971) in their study of 4006 Air Force



officers found that 93% of the officers not planning to make the service a career actually left the service, while 89% of those expressing career intent stayed on active duty.

We can conclude that a relationship does exist between a person's career intent and his future actions. Therefore, question 16 of the Organizational Assessment Package, which indicates career intent, has apparent validity in measuring future Air Force retention and is used in this study to define retention.

Thus far, studies have shown that an apparent relationship does exist between family attitudes and retention as well as between career intent and retention. We will next examine the relationships between satisfaction with work schedule and family attitude.

#### Satisfaction With

#### Work Schedule

#### Relationship of Job Satisfaction to Family Attitudes

A review of the literature produced only a few studies which specifically analyzed the relationship between satisfaction with work schedule and family attitudes. Therefore, in order to strengthen this area, we will examine first the broader relationship between job satisfaction and family attitudes, and second, the more specific relationship between satisfaction with work schedule and family attitudes by establishing a relationship between satisfaction with work schedule and job satisfaction. If a relationship exists between job satisfaction and family attitude and between job satisfaction and satisfaction with work schedule, then a relationship should exist between satisfaction with work schedule and family attitudes

(Mortimar, 1979). A study by McCubbin, Marsden, Durning and Hunter (1978) concluded there is a relationship between job satisfaction and family attitudes. In a later study, Woelfel (1979) found the family was more critical to job performance and job satisfaction for women soldiers than for men soldiers among the enlisted ranks. Orrell (1980) further found that family strength effects not only retention but also job performance and job productivity. Although this study isn't specifically related to job satisfaction, it does support the family's impact on the job. In a current study by Orthner (1980), 80% of men with high job morale had their wife's support compared to 46% who had low morale. He concluded that perceived support from a worker's superior and spouse were extremely important to married men's job morale. With an apparent relationship existing between job satisfaction and family attitudes, we will next examine one of the elements of job satisfaction, satisfaction with work schedule, in order to see if a similar relationship exists between satisfaction with work schedule and family attitude.

#### Relationship of Satisfaction with Work Schedule to Family Attitudes

Satisfaction with work schedule is one element that affects job satisfaction and therefore should also relate to family attitudes (Mortimar, 1979). An analysis of the 330 items in the Air Force Occupational Attitude Inventory (OAI) resulted in 35 job satisfaction factors, two of which were family attitude towards the job and work schedule (Gould, 1978). Further, when airmen were asked to rank the importance of these job factors to their career intent, work itself was ranked at the top, work schedule was 7th, and family attitude was 15th (Edwards, 1978).

A current review by Voydanoff (1980) stresses that the work-family relationship is a reciprocal process with feedback influencing each in a circular manner. She further suggests that scheduling of work hours may have more of an impact on the family than the number of hours worked, but indicates that limited research has been done in this area.

#### Summary

Thus prior studies have established the relationships between career intent and family attitude, career intent and retention, and satisfaction with work schedule and family attitudes. The purpose of this paper is to further study these relationships by applying them to the problem of retaining second term and career enlisted personnel from the security police, maintenance, and operations functional areas. We will next discuss the methodology to be utilized in testing the stated alternate hypotheses.

## CHAPTER III

### APPROACH AND METHODOLOGY

#### Null Hypotheses

The null hypotheses are designated by the subscript 0. The accompanying subscript letter will be used to facilitate distinguishing between null hypotheses in later discussions.

The following null hypotheses will be tested at  $p < .05$  level of significance:

Null Hypothesis ( $H_{0a}$ ). Career intent and perceived family attitude are not significantly related for enlisted personnel from the security police functional area.

Null Hypothesis ( $H_{0b}$ ). Career intent and perceived family attitude are not significantly related for enlisted personnel from the maintenance functional area.

Null Hypothesis ( $H_{0c}$ ). Career intent and perceived family attitude are not significantly related for enlisted personnel from the operations functional area.

Null Hypothesis ( $H_{0d}$ ). There are no significant differences in perceived family attitude (when analyzed against career intent) among the various selected functional areas for enlisted personnel.

Null Hypothesis ( $H_{0e}$ ). There is no significant interaction between the selected functional areas and the various levels of career intent for enlisted personnel.

Null Hypothesis ( $H_{0f}$ ). There are no significant differences in perceived family attitude among the various levels of career intent of enlisted personnel.

Null Hypothesis ( $H_{0g}$ ). There are no significant differences in perceived family attitude (when analyzed against satisfaction with work schedule) among the various selected functional areas for enlisted personnel.

Null Hypothesis ( $H_{0h}$ ). There is no significant interaction between the selected functional areas and the levels of satisfaction with work schedule for enlisted personnel.

Null Hypothesis ( $H_{0i}$ ). There are no significant differences in perceived family attitude among the various levels of satisfaction with work schedule of enlisted personnel.

### Instrumentation

The Leadership and Management Development Center (LMDC) was established in 1975 at Maxwell Air Force Base, Alabama. "The LMDC charter establishes it as the focal point for providing better leadership and management education for Air Force personnel on a world wide basis" (LMDC, 1979, p.ii). In order to accomplish this charter, LMDC responds to unit commanders' invitations to analyze their unit. One of the tools LMDC uses in their analysis is the organizational assessment package (OAP), a survey administered to a statistical sample representative of the unit population. One of the six objectives of the OAP is to provide a data base for further research into leadership and management fields as well as into job and career fields. The error rate due to anticipated miscoding of the scan document is 5% (LMDC, 1980b).

The following three OAP questions were used to measure career intent, perceived family attitude towards the job, and satisfaction with work schedule: (LMDC, 1980a, p. 3;10)

1. Which of the following best describes your career or employment intentions?

- \*1. Planning to retire in the next 12 months
- 2. Will continue in/with the Air Force as a career
- 3. Will most likely continue in/with the Air Force as a career
- 4. May continue in/with the Air Force
- 5. Will most likely not make the Air Force a career
- 6. Will separate/terminate from the Air Force as soon as possible.

\*NOTE: not applicable to the selected respondents (See Subjects)

2. Family Attitude Toward Job.

The recognition and the pride my family has in the job I do.

- |  |                          |
|--|--------------------------|
| 1 - Extremely dissatisfied             | 5 - Slightly satisfied   |
| 2 - Moderately dissatisfied            | 6 - Moderately satisfied |
| 3 - Slightly dissatisfied              | 7 - Extremely satisfied  |
| 4 - Neither satisfied nor dissatisfied |                          |

3. Work Schedule. My work schedule; flexibility and regularity of my work schedule; the number of hours I work per week.

- |  |                          |
|--|--------------------------|
| 1 - Extremely dissatisfied             | 5 - Slightly satisfied   |
| 2 - Moderately dissatisfied            | 6 - Moderately satisfied |
| 3 - Slightly dissatisfied              | 7 - Extremely satisfied  |
| 4 - Neither satisfied nor dissatisfied |                          |

Subjects

Respondents selected had been assigned to their current job for six months or longer. The author assumes that within six months the effects of a job will have begun to impact on the individual and the family. Further, the personnel selected were married to either a spouse that was unemployed, employed as a civilian, or also employed as a military member. Married personnel geographically separated were not used as respondents because of the possible biases caused by family separation. Likewise, personnel were excluded if they indicated they were leaving the Air Force due to retirement.

The final criteria used for selection required the individual to have over 8 years service experience in order to exclude the impact of first-term airmen from the study.

The resulting sample consisted of 1199 enlisted personnel representing 21 different bases and seven different major commands, 1187 of the respondents were male, six female, and six failed to respond. The mean age was 34.4 years of age and the rank ranged from E-4 through E-9.

#### Method of Analysis

The selected data will be analyzed in the following ways. 1) Pearson Product Moment correlation coefficients will be used to test for relationships between perceived family attitude and career intent for each of the three functional areas ( $p < .05$ ); 2) a 3x5 factorial design analysis of variance will be used to analyze the impact of the interaction of career intent and the three functional areas on perceived family attitude; and 3) a 3x7 factorial design analysis of variance will be used to analyze the impact of the interaction of satisfaction with work schedule and three functional areas on perceived family attitude.



## CHAPTER FOUR

### RESULTS

#### Background

This chapter presents the results obtained from applying the methodology and analysis stated in chapter three. Each null hypothesis will be restated and the results of testing each hypothesis reported. The significance level for rejection of the null hypothesis is  $p < .05$ . Finally, all negative numbers shown in chapter four and five are caused by reverse scaling of response alternatives on the career intent question. Therefore, negative correlation coefficients involving the career intent item do not imply inverse relationships.

#### Results of Hypotheses Testing

##### Relationship by Functional Area Between Career Intent and Perceived Family Attitude

Null Hypothesis A ( $H_{0a}$ ). Career intent and perceived family attitude are not significantly related for enlisted personnel from the security police functional area. REJECT: Career intent and perceived family attitude are significantly related for security police enlisted personnel ( $r = -.3393$ ,  $N = 450$ ,  $p < .001$ ).

Null Hypothesis B ( $H_{0b}$ ). Career intent and perceived family attitude are not significantly related for enlisted personnel from the maintenance

functional area. REJECT: Career intent and perceived family attitude are significantly related for maintenance enlisted personnel ( $r = -.2719$ ,  $N = 557$ ,  $p < .001$ ).

Null Hypothesis C ( $H_{0C}$ ). Career intent and perceived family attitude are not significantly related for enlisted personnel from the operations functional area. FAIL TO REJECT: Career intent and perceived family attitude are not significantly related for operations enlisted personnel ( $r = -.1768$ ,  $N = 49$ ,  $p > .05$ ).

Interaction of Career Intent and Functional Areas on Perceived Family Attitude

Table 1 provides a summary of the Analysis of Variance (ANOVA) for family attitude by career intent and functional areas.

Table 1  
ANOVA Summary Table for Perceived Family Attitudes and  
by Career Intent and Functional Area

Source of Variation	Sum of Squares	df	Mean Square	F
MAIN EFFECTS	344.784	6	57.464	19.894***
Career intent	300.502	4	75.125	26.008***
Functional area	39.424	2	19.712	6.824***
2-WAY INTERACTION	17.618	8	2.202	0.762
Career intent & Functional area				
RESIDUAL	3006.957	1041	2.889	-

\*\*\*  $p < .001$

Reference to Table 1 shows significant main effects for career intent and functional area, but no significant two-way interaction between career intent and functional area. Because of the small within-cell N in the

ANOVA, confirmation of results and multiple comparison testing was accomplished using a non-parametric technique, the Friedman two-way analysis of variance. Results of main effects testing were identical for the two procedures. Multiple comparisons showed that security police personnel were significantly less satisfied with family attitude than were maintenance personnel, while personnel regardless of functional area who will definitely stay in service were significantly more satisfied with family attitude than were those who will definitely separate. No other comparisons were significant, perhaps due in part to the diminished power of the non-parametric analysis (Gibbons, 1976). The data (mean, count, and standard deviation) supporting Table 1 are provided in Table 2.

Table 2

Mean, Count, and Standard Deviation of Career Intent by  
Functional Area for Perceived Family Attitude

	MEAN COUNT STD DEV	Security Police (1)	Mainte- nance (2)	Operations (3)	Row Total
2		5.12	5.41	5.12	5.27
Will Continue In		273	333	33	639
		1.83	1.46	1.92	1.66
3		4.58	5.05	4.80	4.85
Will Most Likely		86	117	5	208
		1.68	1.57	1.30	1.62
4		3.89	4.56	5.43	4.35
May Continue In		46	62	7	115
		1.89	1.87	1.40	1.89
5		4.17	4.30	4.00	4.24
Most Likely Not		6	10	1	17
		1.94	1.70	0.	1.68
6		3.00	3.83	3.33	3.39
Separate-Terminate		39	35	3	77
		1.88	2.18	2.08	2.04
Column Total		4.70	5.12	5.00	4.93
		450	557	49	1056
		1.92	1.65	1.80	1.79

The results of these data (see Table 2) in testing specific hypotheses follow.

Null Hypothesis D ( $H_{0d}$ ). There are no significant differences in perceived family attitude (when analyzed against career intent) among the various selected functional areas for enlisted personnel. REJECT: Significant differences in perceived family attitude exist among the security police, maintenance, and operations functional areas ( $p < .001$ ) (see Table 1).

Null Hypothesis E ( $H_{0e}$ ). There is no significant interaction between the selected functional areas and the various levels of career intent for enlisted personnel. FAIL TO REJECT: The test for difference was not significant ( $p > .05$ ) (see Table 1).

Null Hypothesis F ( $H_{0f}$ ). There are no significant differences in perceived family attitude among the various levels of career intent for enlisted personnel. REJECT: Significant differences exist in perceived family attitude among the levels of career intent for enlisted personnel ( $p < .001$ ) (see Table 1).

Interaction of Satisfaction with Work Schedule  
and Functional Area on Perceived Family Attitude

Table 3 provides a summary of the ANOVA for family attitude by satisfaction with work schedule and functional area.

Table 3

ANOVA Summary Table for Perceived Family Attitude  
by Satisfaction with Work Schedule and Functional Area

Source of Variation	Sum of Squares	df	Mean Square	F
MAIN EFFECTS	660.307	8	82.538	31.374***
Satisfaction with work schedule	605.875	6	100.979	38.383***
Functional area	0.524	2	0.262	0.100
2-WAY INTERACTION	18.499	11	1.682	0.639
Satisfaction with work schedule & functional area				
RESIDUAL	3030.707	1152	2.631	-

\*\*\*  $p < .001$ 

Reference to Table 3 shows significant main effects for satisfaction with work schedule but not for functional area. Further reference shows no significant two-way interaction existing between satisfaction with work schedule and functional area. Because of the small within-cell N in the ANOVA, confirmation of results and multiple comparison testing was accomplished using a non-parametric technique, the Friedman two-way analysis of variance. Results of main effects testing were identical for the two procedures. Multiple comparisons showed no significant differences among the subgroups of satisfaction with work schedule. Again, the diminished power of the non-parametric analysis may have caused meaningful differences to be overlooked. Using an informal criterion for practical significance, for example, the possibility of differences does appear. Roughly, if the difference between any two means equals more than half the average standard deviation of those two groups, the difference between means may be considered useful. Based on this informal procedure, the possibility of differences among the response alternatives for satisfaction with work schedule does seem likely. The data (mean, count, & standard deviation) supporting Table 3 are provided in Table 4.

Table 4

Mean, Count, and Standard Deviation of Satisfaction with  
Work Schedule by Functional Area for Perceived Family Attitude

	MEAN COUNT STD DEV	Security Police (1)	Mainte- nance (2)	Operations (3)	Row Total
1		3.31	3.48	3.17	3.33
Extremely Dissatisfied		101	23	6	130
		2.10	2.19	2.23	2.11
2		4.02	4.67	3.00	4.23
Moderately Dissatisfied		44	24	1	69
		1.65	1.71	0.	1.68
3		4.60	4.54	0.	4.57
Slightly Dissatisfied		48	41	0	89
		1.40	1.67	0.	1.52
4		4.54	4.29	4.33	4.40
Neither		50	56	3	109
		1.88	1.69	2.08	1.77
5		5.15	4.94	5.60	5.05
Slightly Satisfied		65	90	5	160
		1.61	1.54	0.89	1.55
6		5.32	5.27	4.69	5.26
Moderately Satisfied		110	225	13	348
		1.54	1.41	1.65	1.46
7		5.75	5.84	5.91	5.82
Extremely Satisfied		84	160	23	267
		1.65	1.46	1.50	1.52
COLUMN TOTAL		4.71	5.14	5.10	4.95
		502	619	51	1172
		1.92	1.63	1.82	1.78

The results of these data (see Table 4) in testing specific hypotheses follow.

Null Hypothesis G ( $H_{0g}$ ). There are no significant differences in perceived family attitude (when analyzed against satisfaction with work schedule) among the various selected functional areas for enlisted personnel. FAIL TO REJECT: Test for differences was not significant ( $p > .05$ ) (see Table 3).

Null Hypothesis H ( $H_{0h}$ ). There is no significant interaction between the selected functional areas and the levels of satisfaction with work schedule for enlisted personnel. FAIL TO REJECT: Test for interaction was not significant ( $p > .05$ )(see Table 3).

Null Hypothesis I ( $H_{0i}$ ). There are no significant differences in perceived family attitude among the various levels of satisfaction with work schedule of enlisted personnel. REJECT: Significant differences exist in perceived family attitude among the various levels of satisfaction with work schedule for enlisted personnel ( $p < .001$ )(see Table 3).

#### Summary

The results obtained from analyzing the responses of 1199 enlisted personnel with over eight years service experience from the security police, maintenance, and operations functional areas produced five significant relationships ( $p < .05$ ). The tests for relationships show career intent and perceived family attitude are significantly related for security police and maintenance, but not for operations enlisted personnel. Also, significant differences in perceived family attitude exist among the three functional areas when perceived family attitude is analyzed against career intent, but not when analyzed against satisfaction with work schedule. Further, no significant interaction exists between the functional areas and the various levels of both career intent and satisfaction with work schedule. Finally, significant differences exist in perceived family attitude among the various levels of both career intent and satisfaction with work schedule. We will now examine some of these results more thoroughly in chapter five.

CHAPTER FIVE  
SUMMARY OF RESULTS,  
DISCUSSION & CONCLUSIONS, AND RECOMMENDATIONS

Limitations to the Study

The following limitations apply to this study. First, the correlation coefficients test for significant relationships and not for cause and effect relationships. Second, the sample size for the operations functional area is small resulting in a low count (as low as zero for some response alternatives). Third, the respondents may have made errors in answering questions. Fourth, the results portray perceived family attitude, but we can not determine how accurately they represent the family's actual attitude. Finally, limitations of OAP item response alternative to the Time in Service item required elimination of personnel with less than eight years service from the study. This division does not match precisely with other definitions of "first term"; this mismatch may have introduced some bias into the study and may help account for differences in the operations area discussed below.

Selected Summary of Results

Null Hypothesis A. Career intent and perceived family attitude are significantly related for security police enlisted personnel. As the spouse's perceived family attitude increases, favoring the member's job, the member's level of career intent also increases. Although not specifically part of the hypothesis tested, it is interesting to note that additional results obtained during the test of the hypothesis showed perceived family attitude is significantly related to satisfaction with work schedule ( $r = .4381$ ,  $N = 502$ ,  $p < .001$ ), which is significantly related to career intent ( $r = -.2417$ ,  $N = 450$ ,  $p < .001$ ). Therefore, events which directly influence one of the factors in the interrelationship may indirectly influence the others. (As previously noted, negative correlation coefficients are caused by reverse scaling of response alternatives and do not imply inverse relationships.)



Null Hypothesis B. Career intent and perceived family attitude are significantly related for maintenance enlisted personnel. As the spouse's perceived family attitude becomes more favorable towards the member's job, the member's level of career intent increases. Again, with maintenance personnel, additional results show that perceived family attitude is significantly related to satisfaction with work schedule ( $r = .3341$ ,  $N = 619$ ,  $p < .001$ ), which is significantly related to career intent ( $r = -.2685$ ,  $N = 560$ ,  $p < .001$ ).

Null Hypothesis C. Career intent and perceived family attitude are not significantly related for operations enlisted personnel; however, the small sample size may have influenced this result. Table 2 shows that of five possible responses, four of these in the operations functional area had less than eight respondents. In order to aid in the interpretation of results, another test for significance was conducted removing the over eight year restriction and thereby increasing the sample size of operations respondents from 53 to 85. This test shows a significant relationship ( $p < .01$ ) between career intent and perceived family attitude. However, as stated, the sample consisted of all year groups, so we can not rule out the possibility that differences do not exist in the over eight year group.

Null Hypothesis D. Differences in perceived family attitude, when analyzed against career intent, are significant among the three functional areas. As Table 2 shows, the maintenance personnel have the highest perceived family attitude mean (5.12), operations personnel second (5.00), and security police the lowest (4.70). As stated in chapter four, multiple comparisons showed that security police personnel were significantly less satisfied with

perceived family attitude than were maintenance personnel, while those who will definitely stay in service were significantly more satisfied with family attitude than were those who will definitely separate. This finding is in contrast to null hypothesis G which found no significant difference in perceived family attitude among the three functional areas when analyzed against satisfaction with work schedule.

Null Hypothesis F. There are significant differences in perceived family attitude among the levels of career intent. Table 2 shows that as an individual becomes more career oriented, the perceived family attitude becomes more favorable to the member's job.

Null Hypothesis I. There are significant differences in perceived family attitude among the levels of satisfaction with work schedule. Table 4 shows that as an individual becomes more satisfied with his work schedule, the perceived family attitude becomes more favorable towards the member's job. Further examination of Table 4 shows that the mean of the family attitude increases in value (becomes more favorable) in responses one, two, and three, but declines in response four before beginning to increase again.

#### Discussion & Conclusions

The results indicate an apparent relationship exists between career intent and perceived family attitude in the security police and maintenance functional areas, but not in the operations functional area. We do find a significant relationship in operations after increasing the operations sample size, but can not determine if this relationship is valid for this study due to the inclusion of personnel with under eight years service experience. Further analysis suggests an apparent interrelationship between

career intent, perceived family attitude, and satisfaction with work schedule for the security police and maintenance personnel.

When perceived family attitude is analyzed against career intent, maintenance has the most favorable perceived family attitude, operations the second highest, and security police the lowest. One explanation for this ranking could be mission involvement (perceived importance of individual's contribution towards mission accomplishment). The majority of maintenance personnel support the mission by working with systems that make the mission possible, while operations personnel are involved in the planning, directing, and follow through necessary for mission accomplishment. Security police act as policing units for specific areas of responsibility, but generally have no specific commitment in the maintaining of systems or the planning, directing, and follow through of mission accomplishment. Therefore, higher perceived family attitudes may be a result of the pride in direct mission involvement.

Finally, perceived family attitude increases in favorability along with increases in the levels of career intent and satisfaction with work schedule; however, the decrease in the level of perceived family attitude at the approximate midpoint in level of satisfaction with work schedule (see Table 4) may be caused by the individual's indifference; (s)he is neither satisfied nor dissatisfied and perceives the family as feeling the same.

### Recommendations

Based upon the results obtained and conclusions reached in this study, the following recommendations are submitted. First, additional research should examine for the relationship between perceived family attitude and actual family attitude. Second, LMDC should inform commanders and supervisors of the relationships found between career intent, perceived family attitude, and satisfaction with work schedule. Third, LMDC should conduct additional research of the relationships between career intent, perceived family attitude, and satisfaction with work schedule using personnel from other functional areas as the sample in order to more fully determine the scope and limitations of these relationships.

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